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Description of general control; personnel for administrative service; academic, business, and financial administrations; with list of records and reports of college budget proposal, occupational analysis of board of trustees, institutional organization, 1956-57 income for educational and general expenses.

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CHAPTER IX ADMINISTRATION

ED000633

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ADMINISTRATION

General Control

The Board of Trustees, which is the governing body of the college, is organized under a charter granted in 1867 by a special act of the Wisconsin State Legislature and revised by another act in 1935. (See Appendix). The board is composed of 27 members. Nine trustees, three chosen by the alumni, are elected annually for a term of three years.

It is the intention of the board to keep its membership balanced between business and professional people and to keep the areas served well represented. The occupations of board members are shown in the table below. The three vacancies will be filled at the annual meeting in July, 1958. No paid employe of the college, other than the president, is a member of the board.

TABLE 30

OCCUPATIONAL ANALYSIS OF THE BOARD OF TRUSTEES, MAY, 1958

Businessmen	5	University staff	2
Doctors	4	College president	1
Industrialists	2	Publisher	1
Bankers	2	Farmer	1
Attorneys	2	Housewife	1
Ministers	2	School administrator	1

The board meets quarterly, assumes general policy direction of the college, and is the authority in decisions relating to business, finance, investments and plant. The executive committee of the board meets monthly and is empowered to act for the board in the interim between quarterly meetings.

PERSONNEL FOR ADMINISTRATIVE SERVICE

The president as chief administrative officer of the college reports monthly to the executive committee of the board and quarterly to the board of trustees. A small corps of officers, about half of whom are professors devoting part-time service to administration, report to the president. These officers are: Assistant to the President and Alumni Secretary; Business Manager and Bursar; Treasurer; *Dean of the College; *Registrar and Dean of Students; Admissions and Guidance Counselor; *Counselor of Men; *Counselor of Women; Public Relations Director; Assistant Registrar. (*Part-time devoted to teaching.)

Academic Administration

The dean of the college is responsible for academic administration. He presides at meetings of the faculty, and is chairman of the committee on curriculum. Proposals for curriculum revision and degree requirements are brought to the faculty upon the recommendation of this committee. The academic records, admissions and registration are the responsibility of the dean of students.

Business Administration

The assistant to the president, the business manager and bursar, and the treasurer are the business officers of the college. They are responsible to the president.

The raising of funds for the college is in part the responsibility of the assistant to the president. The bursar and the assistant treasurer, with the president, prepare the budget. The business manager controls all expenditures. The treasurer reports for the president each month to the executive committee of the board of trustees.

Student Personnel Administration

The dean of students, appointed in May, 1958, and assuming his duties in July, is responsible for the coordination of the personnel services. The work of the registrar, admissions, guidance and counseling, student affairs, discipline, health, housing and placement are his responsibility. His staff includes the director of admissions, the assistant registrar, counselors for men and women, and clerical assistants.

Administrative Organization

Administrative organization at Milton College has been undergoing considerable change during the five years from 1953 to 1958. The selection of a new president in early 1954, with subsequent appointment of a new dean, a new librarian, a new treasurer and a new business manager brought new vitality, ideas and new enthusiasm. Self-evaluation in an intensive faculty self study of the curriculum and academic organization during 1955 and 1956 re-focussed attention on objectives and aims.

This program of changes is not yet complete. The organization, outlined in the chart on page 108 , is in large part accomplished.

ACADEMIC ADMINISTRATION

Curriculum

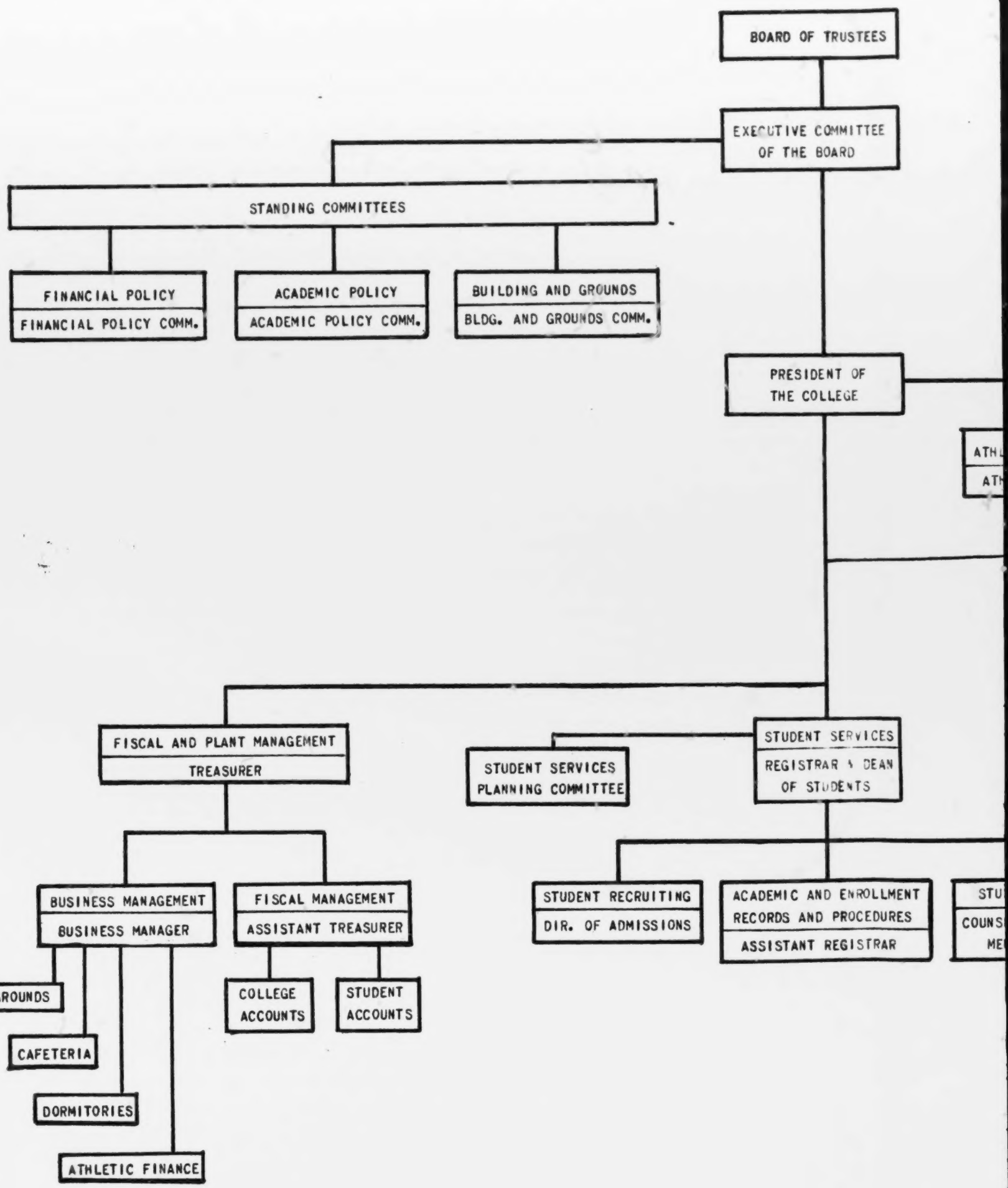
The dean of the college provides academic leadership of the faculty. Studies or proposals relating to curriculum revision and degree requirements are referred to the faculty curriculum committee of which the dean is chairman. Final authority in such matters rests with the faculty to which this committee reports.

Faculty Personnel

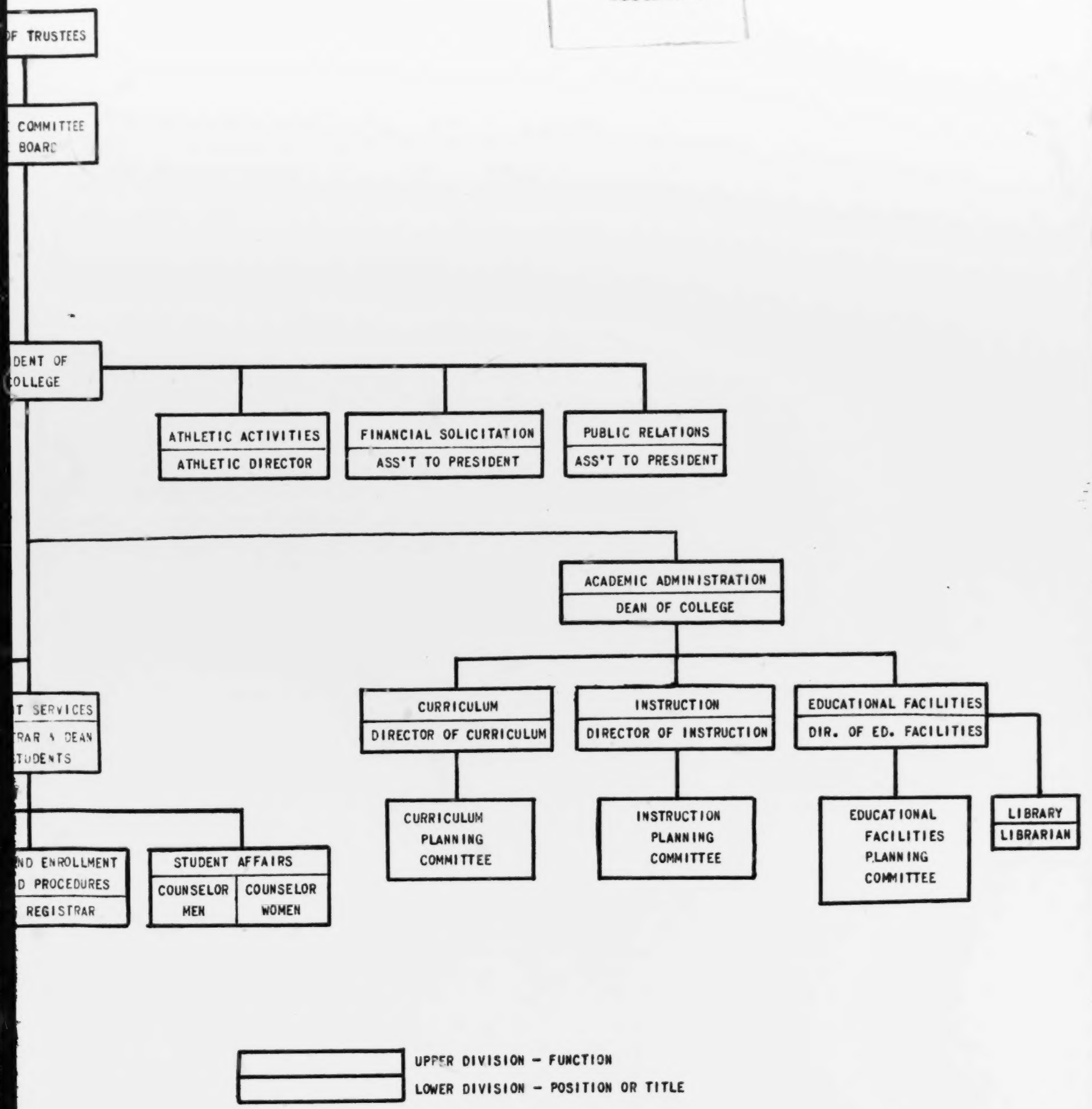
Candidates for positions on the faculty are sought through university placement bureaus, teachers agencies, personal knowledge of a Milton staff member, the emeritus list and other agencies.

Section I

ORGANIZATIONAL CHART
MILTON COLLEGE - 1958



Section 2


OF TRUSTEES
COMMITTEE
BOARD
DENT OF
COLLEGE
ATHLETIC ACTIVITIES
ATHLETIC DIRECTOR
FINANCIAL SOLICITATION
ASS'T TO PRESIDENT
PUBLIC RELATIONS
ASS'T TO PRESIDENT
ACADEMIC ADMINISTRATION
DEAN OF COLLEGE
T SERVICES
RAR & DEAN
TUDENTS
CURRICULUM
DIRECTOR OF CURRICULUM
INSTRUCTION
DIRECTOR OF INSTRUCTION
EDUCATIONAL FACILITIES
DIR. OF ED. FACILITIES
ND ENROLLMENT
D PROCEDURES
REGISTRAR
STUDENT AFFAIRS
COUNSELOR MEN
COUNSELOR WOMEN
CURRICULUM PLANNING COMMITTEE
INSTRUCTION PLANNING COMMITTEE
EDUCATIONAL FACILITIES PLANNING COMMITTEE
LIBRARY
LIBRARIAN
UPPER DIVISION - FUNCTION
LOWER DIVISION - POSITION OR TITLE

Candidates who are seriously considered for filling vacancies are brought to the campus for one or more conferences at the expense of the college.

In general, the president, the dean and the head of the department interview the candidate. The president is chairman of the teachers committee of the board of trustees. With the advic and counsel of the head of the department and the dean, the president makes the final decision on appointments.

Records regarding faculty education and experience and other personal data are maintained in the office of the president.

Administrative provisions regarding salaries, retirement, insurance, sabbatical leaves and improvement of instruction are discussed in the section of faculty.

BUSINESS ADMINISTRATION

Present practices in Milton business operations and financial accounting conform to those recommended in the Revised Manual on College and University Business Administration, Volume I (1952) and Volume II (1955). Administrative expense is in satisfactory ratio to the instructional expense and to the total budget. The percentage of revenue derived from student tuition and fees compares favorably with other independent colleges. Tuition is increased 12.5 per cent effective in September, 1958.

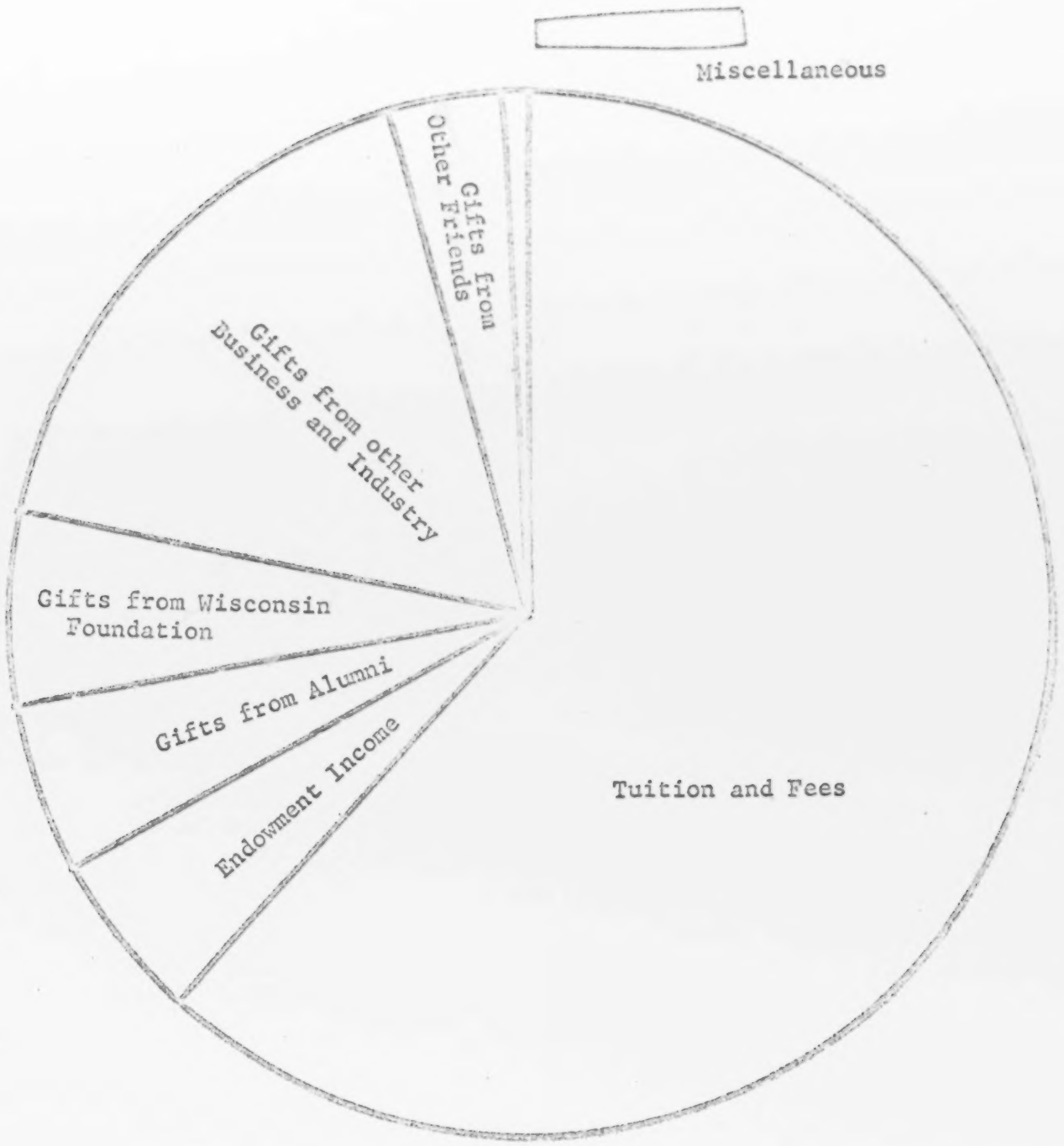
See chart on following page.

All purchases for the college are made by the business manager. Requisitions may be initiated by departments and/or offices. This practice pertains in all auxiliary enterprises except strictly student activities.

Student activities are financed from the student activities fund which is derived from the activities fee paid each semester by each regular student. The fee is collected by the college and the fund is controlled by a student-faculty board which is answerable to the president. The treasurer of this activities fund, which provides assembly programs, art exhibits, student publications,

CHART 11

1956-1957 Income for Educational and General Expense



Tuition and Fees	61.82%	-	$106,885.35
Endowment Income	5.30%	-	9,158.68
Gifts from Alumni	5.74%	-	9,925.09
Gifts from Wisconsin Foundation	5.95%	-	10,293.66
Gifts from other Business and Industry	17.04%	-	29,467.50
Gifts from other Friends	3.66%	-	6,335.60
Miscellaneous	0.48%	-	826.40

social activities, and admissions to athletic contests, is also the assistant treasurer of the college. Student-faculty boards which are described in the section on Student Personnel Services, draw orders upon the treasurer, who thus supervises expenditures.

An annual audit of the financial records of the college is made by a Certified Public Accountant. A modern double entry system of accounting, in its third year at the college, was approved by the auditor. In accordance with the recommendation of the auditor, July, August and September salaries, contracted in the previous fiscal year, are accrued each June 30.

The annual budget of the college is based on formal written requests of the several departments. The budget is presented by the president to the executive committee of the board in March and formally approved by the trustees at the April meeting.

The business manager-bursar informs each department quarterly, or monthly when necessary, of the expended and unexpended balances for each budget appropriation, i.e., salaries, supplies, travel, telephone, etc.

The master budget for the year is summarized in Table 31 on the following page.

FINANCIAL ADMINISTRATION

Under the direction of the investment committee of the board of trustees, three agents described below hold the funds which comprise the college endowment, a total of $229,999.46.

(1) The Board of Trustees of the Seventh Day Baptist Memorial Fund (Plainfield, N. J.) reports as of June 30, 1957, that they "hold endowment funds for the benefit of Milton College in the amount of $163,582.44." The return on these investments was $8,775.13 during the current year.

MILTON COLLEGE
BUDGET PROPOSAL

	1956-57 12 months Actual	1957-58 Estimated	1958-59 July 1-June 30 Proposed
OPERATING INCOME:			
Education & General:			
Student Payments	$108,722.50	$123,834.84	$135,500.00
Government Payments	3,669.49	2,538.27	2,500.00
Endowment	9,797.43	10,099.60	10,000.00
Other	294.91	365.67	300.00
Total E & G	122,484.33	136,838.38	148,300.00
Auxiliary Enterprises:			
College Lane House	300.00	300.00	300.00
Goodrich Hall	3,929.00	5,097.00	5,000.00
Men's Hall	1,382.00	1,640.00	1,600.00
Vetsville	3,490.72	3,515.00	3,025.00
Book Store		-0-	12,800.00
Total Aux. Ent.	9,101.72	10,552.00	22,725.00
TOTAL OPERATING INCOME	$131,586.05	$147,390.38	$171,025.00
EXPENSES:			
Education & General:			
Administrative	$ 15,235.74	$ 19,917.29	$ 20,235.00
Other General	26,795.41	28,200.67	32,325.00
Instructional	93,535.10	101,840.74	111,655.00
Library	8,704.45	9,672.48	9,775.00
Operation & Maintenance	22,881.93	32,290.32	30,000.00
Total E & G	167,152.63	191,921.50	203,990.00
Auxiliary Enterprises:			
College Lane House	138.19	131.75	150.00
Goodrich Hall	6,245.70	6,507.84	4,510.00
Men's Hall	1,357.59	1,881.22	1,635.00
Vetsville Apartments	2,214.33	1,192.92	1,640.00
Book Store		-0-	12,200.00
Total Aux. Ent.	9,955.81	9,713.73	20,135.00
Student Aid	5,267.04	7,637.50	9,000.00
Capital Expenditures	-0-	-0-	1,900.00
TOTAL OPERATING EXPENSE	$182,375.48	$209,272.73	$235,025.00
Net Operating Deficit	$ 50,789.43	$ 61,882.35	$ 64,000.00
CONTRIBUTIONS REQUIRED:			
Alumni	$ 9,925.09	$ 3,967.50	$ 6,000.00
W.F.I.C.	10,293.66	12,000.00	10,000.00
Milton & Milton Junction	3,665.00	4,400.06	4,000.00
Business & Industry and Friends	32,138.10	41,514.79	44,000.00
Total Contributions Required	$ 56,021.85	$ 61,882.35	$ 64,000.00
Excess of Income over Expenditures	$ 5,232.42	-0-	

(2) The First National Bank of Janesville is trustee by appointment of the court of the P. M. Green bequest, the value of which on June 30, 1957 was $15,052.08. The annual return on this investment is approximate $425.

(3) The College Investment Committee holds securities, real estate and cash valued (June 30, 1957) at $51,364.94 on which the return will be approximately $650.

ADMINISTRATION OF RECORDS AND REPORTS

(A statement regarding the completeness with which college maintains records listed in Manual.)

Records and reports which contribute to the efficient functioning of the college and to administrative planning include the following which are listed in the Revised Manual of Accrediting:

1. Minutes of Board of Trustees
2. Minutes of faculty
3. Financial budget
4. Faculty directory
5. Record of faculty training and experience
8. Summary of annual enrollment
9. Summary of enrollments by class, sex, school
12. Summary of Scholarships granted
13. Record of Student Loans
14. Summary of utilization of space
15. Record of use of each classroom
16. Personnel record of entering student
17. Permanent grade record
18. Record of term grades
19. Record of family history
20. Record of standarized tests
21. Record of physical condition
27. Student directory
28. Address list of alumni

30. President's annual report
31. Annual report of academic dean
33. Report on qualifications of students admitted
34. Term grade report to parents
37. Grade report by faculty members
39. Annual financial report
40. Balance sheet at close of fiscal year
41. Operating statement for close of fiscal year
42. Budget report to board or board committees
43. Detailed budget report
45. Financial statement of auxiliary activities
46. Report on finances of student activities
47. Report on investment of endowment
48. Report of endowment-fund assets
50. Annual audit

Some of the reports and records omitted from the list above should definitely be developed. Others, in the face-to-face relationships of the small college, would not be particularly helpful. The items in question are discussed below.

6. Record of faculty publications. This record is not organized as described nor collected annually. The record has been brought up to date in the course of the present self-survey.

7. Record of faculty teaching loads. This information is available in the registrar's office, though not in a summary form.

10. Summary of term grades. Such a summary is prepared occasionally, though not at the end of each term.

11. Summary of disciplinary matters. Such a summary is not available. The dean of students whose appointment is effective in July, 1958, plans to include such record in the reorganization of disciplinary procedures.

22,23,24,25,26,35. These records relating to student activities and personnel services have not been formalized and are incomplete. These also can be developed for their value in counseling and personel services and will be a responsibility of the new dean of students.

29. Occupations and educational experience of alumni. Such data is incomplete. The alumni questionnaire of 1955 and the graduate questionnaire of 1957 have provided much of this information and an analysis has been prepared by one of the self-survey committees.

32. Registrar's annual report. This report is essential for proper planning. The registrar has made numerous reports, but the annual report has recently been omitted. The annual report has been filed for 1957-58 and will become a regular procedure.

36, 38. Reports of department head and of instructor to department head. These reports are not the practice and are unnecessary in the close relationships of the small college and the closely related administrative-faculty group.

49. Report by outside expert on investments. This is not the present practice.